

## Human Resource Management

### Series:

#### GS-201 –Human Resources Specialist

Human Resources Specialists provide a variety of human resource management services including consultation and advice to Department managers. They advise on the most effective alignment of human resource systems to support the Department's strategic goals and objectives and to produce results that contribute to the accomplishment of the Department's mission.

Human Resources Specialists assist managers in the application of merit principles as they seek to attract, develop, manage, and retain a high quality and diverse workforce. They provide employees with information and assistance on a wide range of human resource matters affecting the employer-employee relationship including benefits, training and development, and career opportunities. Department Human Resources Specialists may concentrate on one specific human resource function such as classification or have responsibility for a broad range of human resource functions, a situation typical of Human Resources Specialists working at the bureau level.

Most of the Department's Human Resources Specialists are employed in functional or regional Bureaus in the Washington, DC area.

## Technical Competencies

The Department's subject matter experts have identified the following specific technical competencies to assist employees and managers in determining competency levels and staff development needs.

**Automated Systems** - Ability to use HR office automation equipment and applications.

**EEO/Diversity** - Understands and applies requirements of Affirmative Employment Programs.

**Employee/Career Development** - Designs, develops, implements, and evaluates programs and systems for DoS employee training, development and individual career planning.

**Foreign Service** - Understands basic elements of the Foreign Service Personnel System and can interact and partner with Foreign Service personnel functions.

**Human Resource Management (HRM) Fundamentals** - Understands and applies the basic principles and require-

ments of all aspects of human resource management; identifies HR laws, regulations, policies, and procedures, including prohibited personnel practices.

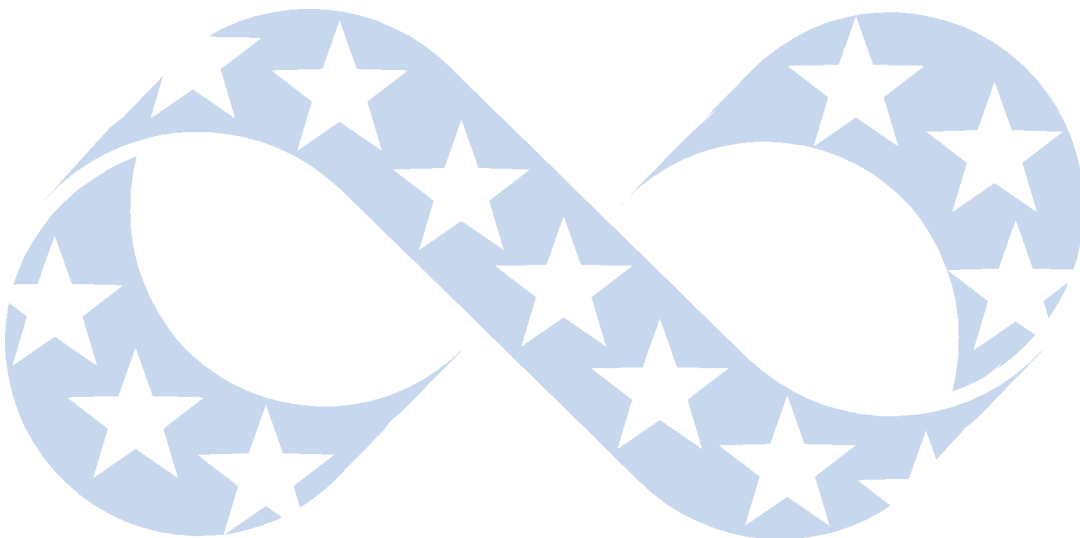
**Labor, Management and Employee Relations (LMER)** - Advises on labor management laws, regulations, and policies, including provisions of existing negotiated agreements. Understands employee assistance program services available and refers employees as appropriate. Administers work/life programs, interprets and advises on attendance and leave policies, systems, and procedures. Advises on the procedures and requirements for all available avenues for employees to appeal or grieve personnel actions.

**Policy and Program Development** - Understands what policies are needed, how the policy will impact customers and the resource implications of developing and

implementing policies. Understands and develops new programs resulting from policy changes, legislation, or recognized need.

**Position Management and Classification** - Applies established government standards and position classification policies to determine the appropriate position pay plan, title, series, and grade. Plans and implements interventions to address organizational problems.

**Recruitment and Placement** - Identifies, organizes and assesses duties and tasks performed. Determines appropriate pay rate based on current pay schedules and special rates and thorough application of established pay-setting policies. Applies established personnel authorities, standards, policies, and procedures to promote, place, or appoint personnel. Designs, develops, and implements systems for identifying and developing employees with potential to move into key positions as they become vacant.



## Human Resource Management: Basic

Upon entering the human resources specialist profession, you will need to acquire basic human resource management knowledge and skills.

You will want to develop an overview of the human resource field in addition to acquiring specific technical skills needed to accomplish your work. Depending on your particular specialty, your needs will differ. You may find, based on the requirements of your specific position, that you will need to take some courses or consider developmental assignments at the mid-level early

on to perform the full range of your duties. For example, if you are an employee relations specialist, “Basic Employee Relations” is a course you will need at the start. If you are a generalist, you will find a particular need for “Basic Staffing and Placement” and the computer aspects of personnel processing.

People skills are important throughout this Training Continuum since people are what human resource management is about. As you move through the continuum, you will continually need to hone your people and customer service skills whether you are a supervisor or not.

	Recommended Courses	Suggested Courses
<b>Basic Level</b>	<p><b>Orientation</b></p> <p>PN125 Orientation for Civil Service Employees (for new State Department employees)</p> <p>PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p><b>Human Resources Management FSI</b></p> <p>PA190 Basic Global Employment Management System Processing</p> <p>PA191 Introduction to the Global Employment Management System</p> <p>PA193 Basic Knowledge Center Reporting Tool</p> <p><b>Graduate School, U.S. Department of Agriculture (USDA)</b></p> <p>Introduction to Human Resource Management</p> <p>Basic Staffing and Placement</p> <p>Processing Personnel Actions</p> <p>Basic Employee Benefits for Personnelists</p> <p>Qualification Analysis Workshop</p> <p>Basic Position Classification</p> <p>Pay Setting (Classroom or Self Study)</p> <p>Fair Labor Standards Workshop</p> <p>Calculating Service Computation Dates (CD-ROM)</p>	<p><b>Graduate School, U.S. Department of Agriculture (USDA)</b></p> <p>Managing Multiple Priorities</p> <p>EEO for Federal Employees (classroom or self-study)</p> <p>For additional courses, seminars, and conferences, visit:</p> <p>Society for Human Resource Management at <a href="http://www.shrm.org">www.shrm.org</a></p>

	Recommended Courses	Suggested Courses
Basic Level	<p><b>Communication/Interpersonal*</b> PA143 Customer Service Training PK240 Effective Speaking and Listening Skills</p> <p><b>Leadership and Management**</b> PT129 Team Building</p> <p><b>Information Technology*</b> PS218 OpenNet Plus and the Internet PS432 MS Word 2003 Level One PS498 Intro to MS Outlook 2003</p>	<p>International Public Management Association at <a href="http://www.ipma-hr.org">www.ipma-hr.org</a></p> <p>FPMI at <a href="http://www.fmpi.com">www.fmpi.com</a></p> <p>World at Work at <a href="http://www.worldatwork.org">www.worldatwork.org</a></p> <p><b>Communication/Interpersonal*</b> PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p><b>Leadership and Management**</b> PT251 Productively Managing Stress</p> <p><b>Information Technology*</b> PS440 MS PowerPoint 2003 Level One PS450 MS Access 2003 Level One PS470 MS Excel 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p>
	<p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following:</p> <p>HR/CSP/S – Staffing Division</p> <p>S/EEOCR – Office of Equal Employment Opportunity and Civil Rights</p> <p>HR/CSP/C – Classification Division</p> <p>Bureau HR Assignment for Bureau Hire or for HR Hire</p> <p>Assignment length varies according to needs</p>	<p><b>Suggested Developmental Activities</b></p> <p>Work on a Special Project</p> <p>Research the OPM site Web Reference Materials for Human Resources Specialists for answers to specific personnel questions</p> <p>Write a position description at a specific grade level</p> <p>Do a Qualifications Analysis</p> <p>Join ToastMasters</p> <p>Use 5 USC, 5 CFR and the 3 FAM to clarify and resolve a personnel issue</p> <p>Visit the Career Development Resource Center</p>

\*Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

## Human Resource Management: Mid-Level

At the mid-level, you will begin to deepen your knowledge of various personnel functions and start to decide which aspect of the human resource profession appeals to you most. If you decide that you want to specialize in employee benefits, for example, you may want to focus more on related courses and developmental activi-

ties that will expand your knowledge in this area.

You will address more complex and sensitive personnel matters and learn to manage conflict constructively. You will also need to acquire skills in accomplishing work through others since you may serve as a team leader, supervisor, or chair of a working group.

	Recommended Courses	Suggested Courses
<b>Mid-Level</b> (See also courses at earlier levels if not yet taken)	<b>Human Resources Management FSI</b> PA123 Managing Customer Service PA137 Management Controls Workshop or PA164 Management Controls Workbook (self-study) PA160 Domestic Administrative Officers Seminar PA192 Position Management in the Global Employment Management System PA194 Advanced Knowledge Center Reporting Tool  <b>Graduate School, U.S. Department of Agriculture (USDA)</b> Basic Employee Relations Job Analysis and KSA Examining Introduction to Employee Development Consulting Skills for Human Resource Professionals CSRS Benefits Applications for Personnelists FERS Benefits Applications for Personnelists Position Management	<b>Human Resource Management</b>          <b>Graduate School, U.S. Department of Agriculture (USDA)</b> Basic Labor Relations (classroom or self-study) EEO for Federal Employees Competency-Based Examining Managing Training for Results Advanced Processing Personnel Actions (classroom or CD-ROM) Advanced Position Classification Reduction-in-force (self-study)  For additional courses, seminars, and conferences, visit:  Society for Human Resource Management at <a href="http://www.shrm.org">www.shrm.org</a>  International Public Management Association at <a href="http://www.ipma-hr.org">www.ipma-hr.org</a>

	Recommended Courses	Suggested Courses
<p><b>Mid-Level</b></p> <p>(See also courses at earlier levels if not yet taken)</p>	<p><b>Communication/Interpersonal*</b></p> <p>PA123 Managing Customer Service PK240 Effective Speaking and Listening Skills PK241 Writing Effective Letters and Memos</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b></p> <p>Briefing Techniques or Speaking with Confidence</p> <p><b>Leadership and Management**</b></p> <p>PK245 Basic Leadership Skills** PK246 Employee Relations PT107 EEO/Diversity Awareness for Managers and Supervisors PT215 Team Leadership Workshop PT216 Seven Habits of Highly Effective People PT253 Negotiation Skills For Managers</p> <p><b>Information Technology*</b></p> <p>PS280 Introduction to MS Project 2000 PS433 MS Word 2003 Level Two</p>	<p>FPMI at <a href="http://www.fmpi.com">www.fmpi.com</a></p> <p>World at Work at <a href="http://www.worldatwork.org">www.worldatwork.org</a></p> <p><b>Communication/Interpersonal*</b></p> <p>PD520 Visual Aid Basics</p> <p><b>Graduate School, US Department of Agriculture (USDA)</b></p> <p>Clear Writing Through Critical Thinking Writing for Results</p> <p><b>Leadership and Management**</b></p> <p>PT131 Strategic Thinking and Planning PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving PT214 Managing Conflict Productively PT217 Running Effective Meetings Workshop PT218 Leading in a Diverse Workforce PT252 Managing Up: Working Effectively With Your Manager</p> <p><b>Information Technology*</b></p> <p>PS441 MS PowerPoint 2003 Level Two PS451 MS Access 2003 Level Two PS471 MS Excel 2003 Level Two PS418 Web Development Fundamentals</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p>

	Recommended Courses	Suggested Courses
<b>Mid-Level</b> (See also courses at earlier levels if not yet taken)	<p><b>Recommended Rotational Assignments</b></p> <p>Select from among the following:</p> <p>HR/CSP/ERPM – Executive Resources and Performance Management Division</p> <p>HR/ER – Office of Employee Relations</p> <p>HR/RET – Office of Retirement</p> <p>HR/CDA – Office of Career Development and Assignments</p> <p>HR/PE – Office of Performance Evaluation</p> <p>HR/CSP/PICD – Program Development and Oversight Division</p> <p>HR/CSP/CDD – Career Development Division</p> <p>HR/RMA – Office of Resource Management and Organization</p> <p>Assignment length varies according to needs</p>	<p><b>Suggested Developmental Activities</b></p> <p>Read main sections of 22 USC 52 and CFR ch 52</p> <p>Read the Administrative Grievance Procedures in the Collective Bargaining Union Agreements and compare with the Agency Administrative Grievance Process</p> <p>Research the OPM site Web Reference Materials for Human Resources Specialists for answers to specific personnel questions</p> <p>Join a Human Resource or Training and Development professional organization, e.g., ASTD (American Society for Training and Development) or SHRM (Society for Human Resource Managers)</p> <p>Apply for a Career Development Program such as the USDA Executive Leadership Program for Mid-Level Employees or a Congressional Fellowship****</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar****</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate****</p> <p>Visit the Career Development Resource Center</p>

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\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

\*\*\* Distance Learning Courses. For more information, visit <http://fsi.state.gov/fsi/sait/dl.asp>.

\*\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*

## Human Resource Management: Senior Level

At the senior level, you will begin to focus your attention on addressing the “bigger picture” of human resource management from a policy perspective. You will also need to increase your ability to manage resources and people through effective

communication and leadership since many positions at this level involve supervisory responsibilities. You will need to increase your knowledge of the various flexibilities available to meet program needs and to further increase your ability to be creative in your approach to resolving human resource issues or developing innovative programs.

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<p><b>Communication/Interpersonal*</b>  <b>Graduate School, US Department of Agriculture (USDA)</b>            Advanced Briefing Techniques</p> <p><b>Leadership and Management**</b>            PT133 Senior Executive Threshold Seminar**            PT207 Intermediate Leadership Skills**            PT210 Advanced Leadership Skills**            PT213 Starting Right: A Seminar for Program Directors            PT221 Four Roles of Leadership            PT224 Influence By Design</p>	<p><b>Human Resources Management Graduate School, U.S. Department of Agriculture (USDA)</b>            Alternate Dispute Resolution</p> <p>For additional courses, seminars, and conferences, visit:</p> <p>Society for Human Resource Management at <a href="http://www.shrm.org">www.shrm.org</a></p> <p>International Public Management Association at <a href="http://www.ipma-hr.org">www.ipma-hr.org</a></p> <p>FPMI at <a href="http://www.fmpi.com">www.fmpi.com</a></p> <p>World at Work at <a href="http://www.worldatwork.org">www.worldatwork.org</a></p> <p><b>Communication/Interpersonal*</b>            PY126 Speechwriting and Presentation Skills</p> <p><b>Leadership and Management**</b>            PD529 Strategic Planning and Performance Measurement (distance learning)            PT209 Executive Overview to Managing State Projects            PT218 Leading In A Diverse Workforce</p>

	Recommended Courses	Suggested Courses
<b>Senior Level</b>  (See also courses at earlier levels if not yet taken)	<p><b>For GS-15 and above:</b>            PT300 Leader as Facilitator            PT301 Appearing Effective in the Media            PT302 Testifying Before Congress            PT303 Crisis Leadership            PT304 Deputy Assistant Secretary as Leader            PT305 Executive as Coach and Mentor</p> <p><b>Information Technology*</b>            Courses not taken at the mid-level as desired</p>	<p><b>General Services Administration (GSA) STAR</b>            (Strategic and Tactical Advocates for IT Results) - A one-week residential seminar focusing on program and project management, leadership, security, technology, government and capital planning.</p> <p><b>Information Technology*</b>            Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit <a href="http://fsi.state.gov/fastrac">http://fsi.state.gov/fastrac</a> on the OpenNet.</p>
	<p><b>Recommended Rotational Assignments</b></p> <p>Human Resource rotation assignment to another federal agency or Human Resource specialty within the agency, e.g., retirement, employee relations</p> <p>Assignment length varies according to needs</p>	<p><b>Suggested Developmental Activities</b></p> <p>Apply for selection for the Council for Excellence in Government Fellows Program and design a specific project to address a Department or Bureau HR concern***</p> <p>Volunteer for Human Resource-related working groups</p> <p>Give a presentation before the Personnel Information Exchange or Senior Personnelists</p> <p>Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship, or the Council for Excellence in Government Fellows Program***</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar***</p> <p>Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate***</p>

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\*\* For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills, is a mandatory course for GS-15 employees. PT133 Senior Executive Threshold Seminar is a mandatory course for new Senior Executive Service (SES) employees.

\*\*\* More information follows after this section on *Training for Specific Series and Job Functions*